



REQUEST FOR PROPOSALS (RFP) FOR BUSINESS DEVELOPMENT CONSULTANT – MEDICAL DEVICE MANUFACTURING:

Dear Sir/Madam,

The University of Global Health Equity invites proposals for the provision of Business Development Consultant – Medical Device Manufacturing. Detailed information about the required services can be found in the Terms of Reference.

This Request for Proposal (RFP) will be addressed to the public

It is not permissible to transfer this invitation to any other firm

1. The RFP includes the following documents:

Section 1 - Letter of Invitation

Section 2 - Instructions to Firms (including Data Sheet)

Section 3 - Technical Proposal - Standard Forms

Section 4 - Financial Proposal - Standard Forms

Section 5 - Terms of Reference

2. Well prepared proposals in PDF format will be submitted to the following e-procurement link: <https://ughe.app/eprocurement/index.php> Tender Notice #02464/25. on or before 21st April 2025 at 12:00 AM.
3. Any clarification requests can be sent by email to the email addresses ughe-procurement@ughe.org no later than 19th April 2025
4. It shall remain the responsibility of the firm to ensure that your proposals should be submitted by email to the above-mentioned emails. Kindly ensure that they are signed, in PDF format, and free from any virus or corrupted files.
5. Services offered shall be reviewed based on completeness and compliance of the Proposals with the minimum specifications described above and any other annexes providing details of UGHE requirements.
6. The Proposal that complies with all of the specifications, requirements and offers the lowest price, as well as all other evaluation criteria indicated, shall be selected.
7. Any discrepancy between the unit price and the total price (obtained by multiplying the unit price and quantity) shall be re-computed by UGHE. The unit price shall prevail, and the total price shall be corrected.

8. At any time during the validity of the Proposals, no price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UGHE after it has received the Proposals.
9. UGHE is not bound to accept any Proposals, nor award a contract/Purchase Order, nor be responsible for any costs incurred by the bidder while conducting the selection process.

Thank you and we look forward to receiving your Proposals.

Yours sincerely,



Shivon Byamukama, PhD

Deputy Vice Chancellor for Administrative and Financial Affairs
University of Global Health Equity



1. Instructions to Consultants, Data Sheet

Item No.	Description
1	Name of the Client: UNIVERSITY OF GLOBAL HEALTH EQUITY Method of selection: Quality and Cost-Based Selection
2	Financial Proposal to be submitted together with Technical Proposal: YES Name of the assignment is: BUSINESS DEVELOPMENT CONSULTANT – MEDICAL DEVICE MANUFACTURING
3	A pre-proposal site visit will be held N/A
4	The Client will provide the following inputs and facilities: None
5	Proposals must remain valid 120 days after the submission date.
6	Clarifications may be requested not later than 19/4/2025. The address for requesting clarifications is: ughe-procurement@ughe.org
7	Proposals shall be submitted in ENGLISH
8	The format of the Technical Proposal to be submitted is: As per the forms provided
9	Amounts payable by the Client to the Consultant under the contract to be subject to local taxation: YES
10	Firms to state price in the national currency: YES
11	Expected Timeline of the Assignment: 2 weeks
12	Documents to be submitted: a) CV b) Valid Certified copy / original Tax clearance Certificate from RRA Not necessary c) At least three (3) Certificates of satisfactory completion of similar services

13	<p>Evaluation Criteria:</p> <p>Technical Proposal:</p> <p>1. Minimum of bachelor's in business administration or related field (10%)</p> <p>2. Relevant Industry Experience (25%)</p> <p>Minimum of 3 years of experience in the medical device, biotech, or MedTech sectors.</p> <p>2. Strategic Thinking & Proposed Approach (20%)</p> <p>Clarity, feasibility, and effectiveness of the proposed approach in refining business and revenue models.</p> <p>3. Portfolio of Similar Projects (25%)</p> <p>Demonstrated experience in handling similar tenders, showcasing expertise in commercializing medical technologies.</p> <p>4. Business Model Innovation in Emerging Markets (20%)</p> <p>Proven experience in developing innovative business models tailored to emerging markets.</p> <p>Total Points for Technical Score: 100 Pts The minimum technical score required to pass for financial evaluation is 70%</p>
14	<p>Financial Evaluation:</p> <p>The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.</p> <p>The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:</p> <p>$Sf = 100 \times Fm / F$, in which "Sf" is the financial score, "Fm" is the lowest price, and "F" the price of the proposal under consideration.</p> <p>The weights given to the Technical (T) and Financial (F) Proposals are: Technical = 70%, and Financial = 30%</p> <p>Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; F = the weight given to the Financial Proposal; T + F = 1) as following:</p> <p>$S = St \times T\% + Sf \times F\%$.</p>

15	UGHE will award contract to: Vendor/ Consultants
16	Type of Contract to be Signed: lump-sum contract
17	Conditions for Release of Payment: Approval of invoice of services rendered
18	Annexes to this RFP: a) Technical proposal submission forms b) Financial proposal submission forms c) Terms of Reference d) Form of Contract
19	Date of Submission of proposals: 21st April 2025

Technical Proposal – Standard Forms /Annexes

{*Notes to Consultant* shown in brackets { } throughout Section 3 provide guidance to the Consultant to prepare the Technical Proposal; they should not appear on the Proposals to be submitted.}

FORM TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To:

Dear Sir/Madam:

We, the undersigned, offer to provide the consulting services for *(insert Title of Assignment)*. in accordance with your Request for Proposal dated *(Insert date)* and our Proposal.

We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in the Data Sheet, we undertake to negotiate on the basis of the proposed staff.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than 7 days after the signature of the contract.

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature {In full and initials}:

Name and Title of Signatory:

Name of Consultant

Address:

Contact information (phone and email):

CONSULTANT'S ORGANIZATION AND EXPERIENCE**A - Consultant's Organization**

[Provide here a brief (two pages) description of the background and organization of your Consultant]
NA

B - Consultant's Experience

1. List only previous similar assignments successfully completed in the last 10 years. List only those assignments for which the Consultant was legally contracted by the Client as a company or was one of the joint venture partners. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Client.

Assignment name:	Approx. value of the contract (in currency: Rwandan francs or freely convertible currency)
Country: Location within country:	Duration of assignment (months):
Name of Client:	Total N° of staff-months of the assignment:
Address:	Approx. value of the services provided by your Consultant under the contract (<i>in currency: US\$, Euro, RWF, etc...</i>):
Start date (month/year): Completion date (month/year):	N° of professional staff-months provided by associated Consultants:
Name of associated Consultants, if any:	Name of senior professional staff of your consultant involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

FORM TECH-3

DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE

A description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

- a) Technical Approach and Methodology
- b) Work Plan
- c) Organization and Staffing}

- a) **Technical Approach and Methodology.** *{Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TORs in here.}*
- b) **Work Plan.** *{Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}*
- c) **Organization and Staffing.** *{Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}*

FORM TECH-4

CURRICULUM VITAE (CV)

Proposed Position *[only one candidate shall be nominated for each position]:*

2. Name of Consultant *[Insert name of Consultant proposing the staff]:*

3. Name of Staff *[Insert full name]:*

4. Date of Birth: _____ **Nationality:** _____

5. Education *[Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]:*

6. Membership of Professional Associations:

7. Other Training *[Indicate significant training since degrees under 5 - Education were obtained]:*

8. Countries of Work Experience: *[List countries where staff has worked in the last ten years]:*

9. Languages *[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:*

10. Employment Record *[Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]:*

From [Year]: To [Year]:

Employer:

Positions held:

<p>11. Detailed Tasks Assigned</p> <p><i>[List all tasks to be performed under this assignment]</i></p>	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p><i>[Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]</i></p> <p>Name of assignment or project:</p> <p>Year:</p> <p>Location:</p> <p>Client:</p> <p>Main project features:</p> <p>Positions held:</p> <p>Activities performed:</p>
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13. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

_____ Date: _____

[Name and Signature of staff member or authorized representative of the staff]
Day/Month/Year

Financial Proposal - Standard Forms

FORM FIN-1

FINANCIAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: [Name and address of Client]

Dear Sir/Madam,

We, the undersigned, declare that:

- a) We have examined and have no reservations to the Request for proposals for (*Insert title*). Services.
- b) We offer our services in conformity with the services required in the RFP
- c) The total price of our proposal, excluding any discounts offered in item below is: (*Insert amount in words and figures in Rwandan Francs*) taxes inclusive.
- d) The discounts offered and the methodology for their application are: Discounts: If our bid is accepted, the following discounts shall apply:.....
- e) Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal
- f) We have no conflict of interest in accordance with the UGHE code of conduct.
- g) We understand that you are not bound to accept the lowest evaluated proposal or any other proposal that you may receive

Yours sincerely,

Authorized Signature

Name and Title of Signatory:

Name of Consultant:

FORM FIN-2 SUMMARY OF COSTS

<i>Item</i>	<i>[Indicate Local Currency]</i>
<u>Total Costs of Financial Proposal</u>	

FORM FIN-3 BREAKDOWN OF COSTS PER ACTIVITY & TASK

Group of Activities (Phase):	Description
<i>Cost component</i>	<i>[Indicate Local Currency]</i>
Reimbursable & Miscellaneous Expenses	
Subtotals	

**Terms of Reference for Consultant(s) for Business Development
Consultant – Medical Device Manufacturing
Short term (6-months employment)**

1. Objective

The primary objective of this consultancy is to support our team in translating technical innovation into a viable and sustainable business by:

- Refining and validating our **business model**
- Developing a **revenue model** tailored to our markets and sales channels
- Outlining a **comprehensive investment strategy**, grounded in our projected burn rate and financial runway
- Creating investor-facing materials that effectively communicate our value proposition and financial logic

2. Scope of Work

The consultant will be responsible for:

- **Business Model Design:**
 - Analyze current product roadmap, go-to-market strategy, and user needs
 - Propose business models (e.g., B2B, B2G, direct to hospital, leasing, etc.) with rationale for selection
- **Revenue Model Development:**
 - Outline pricing, recurring revenue opportunities, and potential payor model
 - Consider cost structure, production scale-up, and regional economics
- **Investment Strategy:**
 - Detail capital requirements aligned with product milestones
 - Forecast burn rate and runway for 12–24 months
 - Develop investment materials and fundraising storylines
- **Investor Readiness Support:**
 - Assist in preparing investor decks and pitch narratives
 - Advise on target investor profiles and funding sources (grants, equity, impact investors, etc.)

3. Deliverables

- Finalized Business & Revenue Model Deck
- 12–24 Month Burn Rate & Runway Financial Model
- Investment Strategy Brief (2–3 pages)
- Investor Pitch Deck (short and long formats)
- One-on-one sessions with founders for review and refinement

4. Proposal Submission

Interested consultants should submit:

- A cover letter outlining interest and experience
- Brief methodology of work plan
- Relevant portfolio or case studies
- Proposed timeline and fee structure

5. Evaluation Criteria

Proposals will be evaluated based on:

- **Relevant Industry Experience (30%)**

Minimum of 3 years of experience in the **medical device, biotech, or MedTech** sectors.

- **Strategic Thinking & Proposed Approach (20%)**

Clarity, feasibility, and effectiveness of the proposed approach in refining business and revenue models.

- **Portfolio of Similar Projects (25%)**

Demonstrated experience in handling similar tenders, showcasing expertise in commercializing medical technologies.

- **Business Model Innovation in Emerging Markets (25%)**

Proven experience in developing innovative business models tailored to emerging markets.